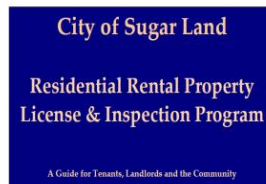


# 2015

## Community Development Department Business Plan



***Code Enforcement***



***Residential Rental Licensing***

City of Sugar Land

## COMMUNITY DEVELOPMENT DEPARTMENT BUSINESS PLAN

### CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>MISSION STATEMENT .....</b>	<b>4</b>
Organizational & Functional Structure .....	5
Community Development Block Grant - 1117 .....	6
Program Summary .....	6
Services and Service Levels .....	6
Service: Program Administration .....	6
Service: Housing Rehabilitation .....	7
Service: Infrastructure Improvements.....	8
Service: Public Services .....	8
Service Level Expectations .....	9
Service Level Measurements .....	9
code enforcement – 1642.....	10
Program Summary .....	10
Services and Service Levels .....	11
Service: Responsive Enforcement .....	11
Service: Proactive Enforcement .....	11
Service: Citation Administration .....	13
Service Level Expectations .....	14
Service Level Measurements .....	15
Residential rental licensing - 1644 .....	16
Program Summary .....	16
Services and Service Levels .....	16
Service: Single Family Rental Licensing .....	16
Service: Multi-Family Rental Licensing .....	17

Service: Citation Administration .....	19
Service Level Expectations .....	19
Service Level Measurements .....	20
Tax Increment Reinvestment Zones (TIRZ) .....	21
Program Summary .....	21
Services and Service Levels .....	21
Service: TIRZ Administration .....	21
Service Level Expectations .....	23
Service Level Measurements .....	23
Special Districts .....	24
Program Summary .....	24
Services and Service Levels .....	24
Service: District Administration.....	24
Service Level Expectations .....	25
Service Level Measurements .....	25
Appendix – Reference & Supplemental Materials.....	26
Community Development Department Staff Positions .....	26

# COMMUNITY DEVELOPMENT DEPARTMENT

## 2015 BUSINESS PLAN

### EXECUTIVE SUMMARY

The Community Development Department is responsible for the implementation of several key programs which shape the City through the reasonable enforcement of codes, the preservation of decent housing and a suitable living environment for residents of all incomes and the creation of special districts / zones which promote development and redevelopment across the City. In order to achieve these goals, the Community Development Department focuses on five key programs:

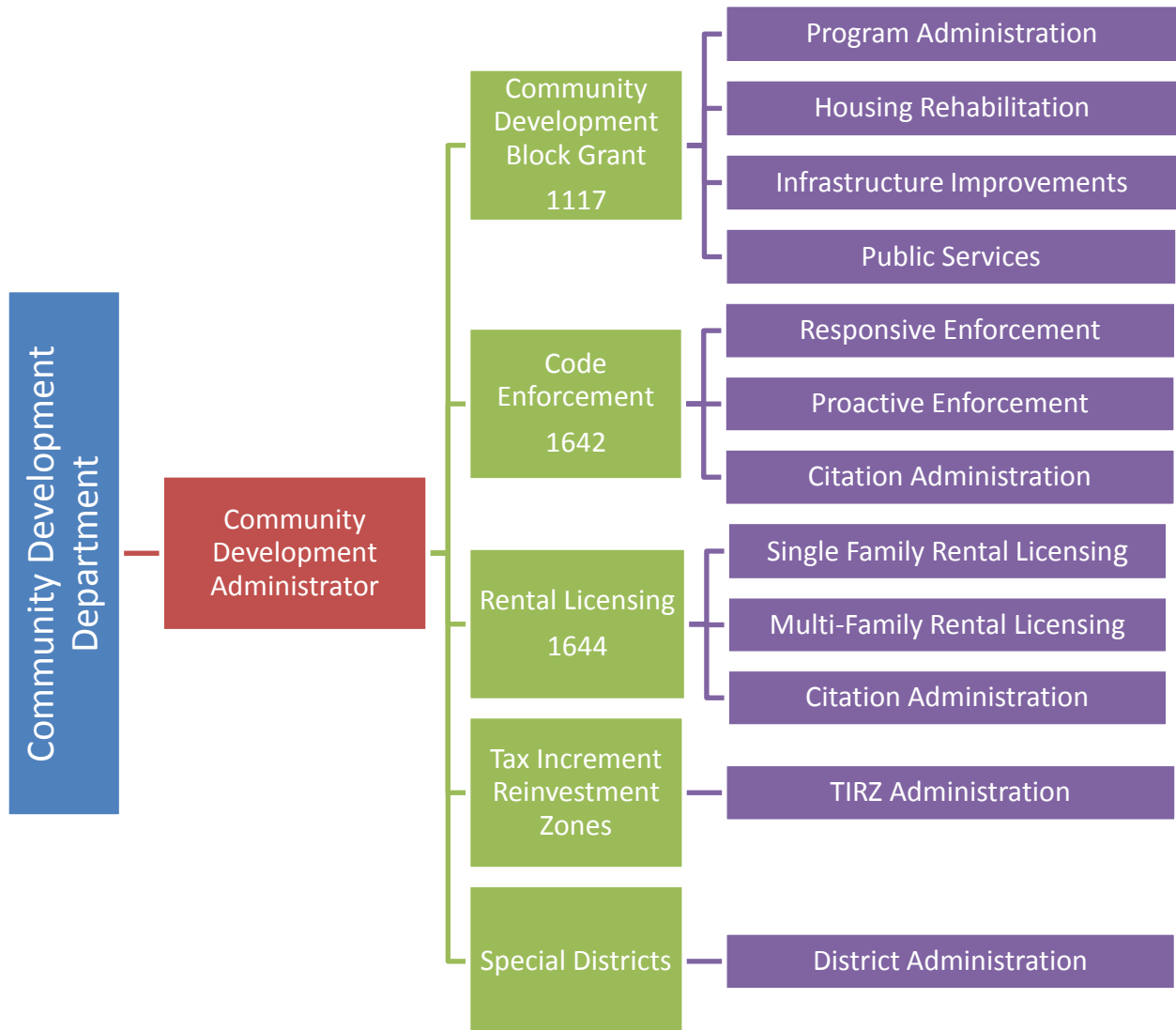
- Community Development Block Grant
- Code Enforcement
- Residential Rental Licensing
- Tax Increment Reinvestment Zones
- Special Districts

These programs allow the Department to work toward the common goals of ensuring that the City meets standards as set forth by the City Council, and provides residents with a safe, beautiful and livable city.

### MISSION STATEMENT

The Community Development Department strives to enhance the quality of life for all residents by ensuring that the Sugar Land Community is a safe, beautiful, and livable city.

## ORGANIZATIONAL & FUNCTIONAL STRUCTURE



## PROGRAM OF SERVICES

### COMMUNITY DEVELOPMENT BLOCK GRANT - 1117

#### PROGRAM SUMMARY

The objective of the Community Development Block Grant (CDBG) program is to develop viable urban communities by providing decent housing, a suitable living environment, and expanding economic opportunities principally for low and moderate income persons. The City of Sugar Land began receiving CDBG funds from the U.S. Department of Housing and Urban Development in 2001 and has received these program allocations each subsequent year. The projects funded through the CDBG program benefit low and moderate income residents and focus on infrastructure improvements, public services, and housing projects throughout the community. This program and the services associated with the program directly reflect the City's goal of a Well Planned Community.

The City's CDBG funding allocation may vary each program year depending upon the Federal budget and the national funding priorities. Subsequently, the available resources associated with the allocation may increase or decrease on an annual basis. While the services provided through the CDBG program may remain constant, the service levels are solely dependent upon the City's annual allocation and what level of services can be provided with those resources. Each program year, the City drafts an Annual Action Plan which details the projected service levels for the year, and the City annually strives to meet and exceed these service level objectives.

The CDBG program operates Monday through Friday from 8 a.m. to 5 p.m. and is staffed currently with one (1) full-time employee, the Community Development Administrator, who also supervises the Community Development Department. While this position manages the City's CDBG program, CDBG funds are not utilized for staffing; rather, the staffing is budgeted through the Community & Environmental Services administrative budget (1640).

#### SERVICES AND SERVICE LEVELS

##### Service: Program Administration

Program administration encompasses the tasks associated with the annual planning, monitoring and reporting for the CDBG program and the associated activities. These tasks are undertaken by the Community Development Administrator and contracted consultants; however, while the City utilizes the expertise of a contracted consultant, the City is ultimately responsible for the implementation of the CDBG program and must perform city-specific tasks and monitor the work completed by the consultant.

### **Activity: Planning**

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The planning process is a comprehensive process implemented by the Community Development Administrator and the contracted consultant which includes a series of activities focused on preparations for the upcoming program year (PY). These activities include documentation development, citizen participation, requests for proposals, and contract development.

A CDBG program year extends from October 1 to September 30 each year, and the planning process begins six to eight months prior to the start of the program year, depending upon the documentation development requirements for the upcoming year. A Consolidated Plan is drafted and submitted to the U.S. Department of Housing and Urban Development (HUD) every five years as a planning tool for the development and implementation of the program.

In addition, an Annual Action Plan is drafted and submitted to HUD each year in order to detail the distribution of CDBG funds and the programs that will be implemented during the upcoming program year. Any project outlined to be undertaken within the Annual Action Plan must be classified as either a high or medium priority within the Consolidated Plan.

### **Activity: Monitoring**

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The monitoring process is an ongoing process of planning, implementation, communication and follow-up. Through the monitoring process, the Community Development Administrator and the contracted consultant work with subrecipient agencies to ensure proper program performance, financial performance, and regulatory compliance in accordance with HUD regulations and to provide the subrecipient agencies with technical assistance regarding CDBG program implementation. In accordance with HUD regulations, all subrecipient agencies are monitored at least annually, and desk reviews of subrecipient reimbursement documentation are ongoing throughout the program year.

### **Activity: Reporting**

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A series of reports and program documentation must be drafted and submitted to HUD in compliance with CDBG program requirements. These reports are drafted by the Community Development Administrator and contracted consultant and include but are not limited to the Fair Housing Plan and Analysis of Impediments, the Environmental Review, the Semi-Annual Labor Standards Enforcement Report, the Section 3 Report, the Minority Business Report and the Consolidated Annual Performance & Evaluation Report (CAPER). While the reporting timelines and documentation requirements may vary for each report, they must all be submitted in accordance with CDBG regulations.

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### **Service: Housing Rehabilitation**

Through the planning process, the City identifies activities to be conducted during the program year, and historically, the City has annually utilized approximately 25 percent of the CDBG funds for minor housing rehabilitation services on low- to moderate-income single-family owner-occupied homes within the City of Sugar Land. These services are provided by a subrecipient agency which is annually selected based on

a City Council-approved application process. The annual allocation and associated proposed service level may vary from year to year and are dependent upon the City's annual funding allocation.

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**Service: Infrastructure Improvements**

Historically, the City has determined that the most effective method for utilizing infrastructure funds and ensuring that CDBG Target Areas are stabilized is to concentrate funding on one Target Area at a time, completing all needed public facility and infrastructure enhancements before moving on to other infrastructure improvement projects. However, the City's infrastructure needs are annually identified and included within the five-year Capital Improvements Program (CIP). Infrastructure improvements constitute the largest percentage of the City's CDBG funding allocation at approximately 40 percent. These projects are performed by contracted agencies and are managed by the Engineering Department. Depending upon the type of project undertaken, the Community Development Administrator and contracted consultant may also be required to perform additional labor standard & wage determination requirements.

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**Service: Public Services**

In accordance with CDBG program requirements, the City can annually allocate up to 15 percent of its CDBG funding allocation for public services within the community. During the development of the Annual Action Plan, non-profit public service agencies that provide eligible services to Sugar Land residents undergo a City Council-approved application process to determine which subrecipient agencies will be funded during the program year.



## SERVICE LEVEL EXPECTATIONS

Program: Community Development Block Grant (CDBG)	
Service (Activity)	Service Level Expectation
<b>Program Administration</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Planning</i>	Comply with Federal requirements, draft Consolidated Plan/ Action Plan, hold public hearings and submit to HUD.
<i>Monitoring</i>	Provide communication, information and technical assistance to monitored agencies.
<i>Reporting</i>	Required reports drafted and submitted to HUD by designated deadline.
<b>Housing Rehabilitation</b>	Annual selection process completed during April to June for inclusion within Annual Action Plan.
<b>Infrastructure Improvements</b>	Identification of infrastructure project within annual CIP development process.
<b>Public Services</b>	Annual selection process completed during April to June for inclusion within Annual Action Plan.

## SERVICE LEVEL MEASUREMENTS

CDBG		Expected Result	
Service	Service Level Measure	FY15	FY16
<b>Program Administration</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Planning</i>	Comply with Federal requirements, draft Action Plan/Consolidated Plan, hold public hearings & submit to HUD.	Draft/submit Consolidated Plan/ Action Plan; hold at least 2 public meetings.	Draft/submit Action Plan. Hold at least 2 public meetings.
<i>Monitoring</i>	Monitor all subrecipient agencies.	At least once annually.	At least once annually.
<i>Reporting</i>	Ensure compliance reports are accurate and sent to HUD by deadlines.	100%	100%
<b>Housing Rehabilitation</b>	Selection process completed by deadline.	100%	100%
<b>Infrastructure Improvements</b>	Review all possible options for infrastructure improvements.*	100%	100%
<b>Public Services</b>	Selection process completed by deadline	100%	100%

\*Note: The review process does not necessarily ensure that an improvement will be selected. Several factors must be met for the project to be selected. For this reason, a project (s) may or may not be selected each year.

### PROGRAM SUMMARY

Through the Code Enforcement Program, city staff works to protect the health, safety and welfare of Sugar Land residents through the reasonable enforcement of the City's codes and ordinances. Code Enforcement works with multiple city departments in the enforcement of the Code of Ordinances, the Development Code and the International Property Maintenance Code (IPMC). By conducting both proactive and responsive code enforcement, we ensure that the homes and businesses throughout the City are well maintained and remain in compliance with applicable codes and ordinances.

The Code Enforcement Program operates to meet the City's goal of Livable Neighborhoods and is currently staffed with three (5) full-time employees, which includes two (4) Code Enforcement Inspectors with supervision by the Code Compliance Administrator. Two of the Code Enforcement Inspectors were hired within FY15 (one of which will be shared with the Residential Rental Licensing program). These positions were identified as key issues for the fiscal year and were approved by the City Council in the FY15 budget.

The program operates Monday through Friday from 8 a.m. to 5 p.m. and for half a day on Saturday during which time sign removal is conducted. On a weekly basis, staff prioritizes tasks as follows: complaint investigation, violation follow-ups and city-wide patrols. At the present time, each of the Code Enforcement Inspectors is assigned a designated portion of the City, and in an effort to increase program efficiency, the department has integrated field computers.

## SERVICES AND SERVICE LEVELS

### Service: Responsive Enforcement

#### Activity: Investigation of Citizen Complaints

The Code Enforcement staff receives and investigates complaints on a daily basis. Complaints may originate from residents, businesses, Homeowner Associations (HOAs), property maintenance companies or internal city departments. The current service level is to investigate all complaints within one business day of receipt, and in most situations, staff must often perform follow-up tasks such as correspondence with the complainant, the individual/business in violation or with internal staff members that may be affected by the complaint. Notices of violation with designated corrective action deadlines are issued for any identified violations. While not all complaints constitute a violation, all complaints must be investigated. Staff also uses the investigation process to educate the complainants and property owners about the City's codes and ordinances.

#### Activity: Departmental Assistance

Code Enforcement does not administer or enforce all sections of the Sugar Land Code of Ordinances or Development Code. Rather, individual departments are often responsible for the enforcement of codes within their area of expertise. While these departments are responsible for administering their portions of the code and working to obtain voluntary compliance, Code Enforcement will assist when voluntary compliance cannot be obtained. If necessary, notices of violation and citations are issued. Departmental assistance primarily comes at the request of another city department; however, the Community Development Department may at times receive calls regarding a violation that is enforced by another city department. In that situation, staff will direct the call to the appropriate department for enforcement.

### Service: Proactive Enforcement

#### Activity: Patrols and Inspections

Patrols of the City are currently conducted Monday through Friday as time allows in order to identify and address code violations. With the current service levels, approximately 50 percent of the City's streets are patrolled by Code Enforcement staff every two weeks. While the addition of the two (2) new Code Enforcement Inspectors will allow the Department to patrol all city streets every two (2) weeks via windshield survey, we do not anticipate the ability to meet this new service level until FY16, once all staff are fully trained. The patrols will focus on high visibility violations, such as signs in the right-of-way, unpermitted signs, high weeds and grass, junked motor vehicles, unhealthy conditions and substandard property conditions. Depending upon the identified violation, the procedure for addressing the violation may vary. The goal of the program is voluntary compliance, and Code Enforcement attempts to work with property owners to address any identified code violations. However, in some instances when the

owner does not abate the violation, the City may issue an Intent to Prosecute with the Municipal Court or contract with a company to abate certain violations and place a lien on the property.

### **Activity: Sign Removal**

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Sign removal from the public right-of-way is conducted Monday through Friday and for half a day on Saturday during which time one (1) Code Enforcement Inspector is on-duty in order to address sign removal. Each Saturday, a Code Enforcement Inspector drives a designated route along the most highly traveled areas within the City to identify and remove stake signs, wind device signs, political signs, and temporary freestanding signs from the right-of-way. For signage removal, the arterial and collector streets are the primary focus within the City. The number of signs removed from the public right-of-way may vary annually; however, in the last two years, the number of signs removed has totaled over 6,000 per year. Sign removal has been a continuous challenge due to staffing and the size of the City. While the additional Code Enforcement Inspectors will allow the Department to better address this violation, in certain circumstances, the Department will continue to request voluntary assistance from other departments with active field inspectors (Ex. Building inspectors, Public Works inspectors, Engineering inspectors). This assistance is needed the most during a “blanketing” of the city Right-of-Way by individual companies or persons where massive numbers of bandit signs are either attached to street signs or placed at the side of the streets.

### **Activity: Point of Contact for Land Use Issues**

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The City of Sugar Land’s planning and zoning process allows for property development in compliance with the Development Code and includes processes such as conditional use permits (CUPs) and planned developments (PDs). These codes and processes place restrictions on the development. While the Planning Department initially assesses compliance with these requirements, in FY15 the Code Enforcement program will become the point of contact for land use issues, such as ongoing CUP and PD compliance as well as nonresidential parking lot landscaping. The Code Enforcement and Planning staff will work together to develop an efficient implementation process. While the program implementation will begin in FY15, we do not anticipate full implementation until FY16 once Code Enforcement is fully staffed and the training process has been completed.

### **Activity: Vacant Properties Database**

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In FY15, staff will begin the process to develop and maintain a vacant properties database to monitor vacant residential, commercial and industrial properties throughout the City. The database will focus on vacant buildings rather than vacant land and will be updated on a quarterly basis. Vacant properties will be identified via complaints, poor maintenance and lack of water service. Site inspections of the identified properties will be conducted by Code Enforcement staff, and Notices of Violation with designated corrective action deadlines will be issued for any identified violations. Staff will continue to monitor these properties to ensure they are maintained and any identified violations are abated. While

the program implementation will begin in FY15, we do not anticipate full implementation until FY16 once Code Enforcement is fully staffed and the training process has been completed.

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### **Activity: Target Area Inspections**

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Code Enforcement will also begin the development and implementation of a program in FY15 to complete annual target area inspections. Target areas within the City will be identified annually based upon: complaints received, the age of the development, homeowner association involvement, and identified CDBG Target Areas. These inspections will focus on International Property Maintenance Code (IPMC) violations and will consist of a detailed inspection of all parcels within the target area, including residential, commercial and industrial properties. While the program implementation will begin in FY15, we do not anticipate full implementation until FY16 once Code Enforcement is fully staffed and the training process has been completed.

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### **Activity: Public Outreach**

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In order to educate the public and attempt to reduce code violations throughout the City, Code Enforcement will increase public outreach efforts in FY15 and subsequent fiscal years. Staff will coordinate with the Communications Department and local homeowner associations to incorporate code-enforcement based articles in the City's quarterly newsletter *Sugar Land Today* and monthly neighborhood newsletters. In addition, this educational information will also be added to the Code Enforcement section of the City's website.

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### **Service: Citation Administration**

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Code Enforcement is responsible for administering portions of the Sugar Land Code of Ordinances, the Development Code, and the International Property Maintenance Code. Through the implementation of the program, Code Enforcement staff attempts to obtain voluntary compliance when possible through the issuance of Notices of Violation and communication with the property owner; however, when voluntary compliance cannot be obtained, an Intent to Prosecute is filed with the Municipal Court. While each situation is different and Code Enforcement staff must sometimes make independent judgments regarding the issuance of citations, the normal procedure is to issue two Notices of Violation (an initial and a final) prior to the issuance of a citation through the Municipal Court. In addition, citations are automatically issued to repeat offenders. Through this process, Code Enforcement staff may be called to testify as to the violations identified, their interaction with the property owner, and the attempts to gain compliance. While the issuance of a citation is an option, relatively few citations are issued in comparison to the number of complaints received and violations identified. In some instances, citations do not resolve the violations, and the City must abate the violations, bill the property owner and lien the property if possible.

Similarly, there are instances where the severity of the violation may not only warrant a citation but also a hearing before the Building Standards Commission (BSC). In those circumstances, Code Enforcement

works with the Building Official to determine whether or not a structure is a dangerous building that requires a hearing before the BSC and develop a recommended course of action for abatement of the violation. When a BSC order is issued, Code Enforcement monitors the compliance progress, updates the BSC at scheduled compliance hearings, and may (in some instances) coordinate City abatement of the violation.

## SERVICE LEVEL EXPECTATIONS

Program: Code Enforcement	
Service (Activity)	Service Level Expectation
<b>Responsive Enforcement</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Investigation of Citizen Complaints</i>	Complaints investigated within timely manner
<i>Departmental Assistance</i>	Provide assistance and advice to departments as requested
<b>Proactive Enforcement</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Patrols and Inspections</i>	Patrol streets within City to ensure compliance
<i>Sign Removal</i>	Sign removal conducted Monday through Saturday
<i>Point of Contact for Land Use Issues</i>	Inspection of commercial/industrial properties to ensure compliance with development requirements (CUPs/PDs/etc.)
<i>Vacant Properties Database</i>	Develop and maintain a database to monitor vacant residential, commercial & industrial properties in the City
<i>Target Area Inspections</i>	Develop and implement a program to complete annual target area inspections (IPMC focused, detailed inspections)
<i>Public Outreach</i>	Public education & outreach through printed materials and HOA coordination
<b>Citation Administration</b>	Citations issued as warranted

## SERVICE LEVEL MEASUREMENTS

Program: Code Enforcement		Expected Result	
Service	Service Level Measure	FY15	FY16
<b>Responsive Enforcement</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Investigation of Citizen Complaints</i>	Complaints investigated within 1 business day	90%	100%
<i>Departmental Assistance</i>	Assistance provided as needed or as requested	Respond as Receive	Respond as Receive
<b>Proactive Enforcement</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Patrols and Inspections</i>	All streets in the City patrolled every two weeks.	60%	100%
<i>Sign Removal</i>	Sign removal conducted Mon-Sat	Daily Removal	Daily Removal
<i>Point of Contact for Land Use Issues</i>	Annual compliance inspections	n/a	100%
<i>Vacant Properties Database</i>	Database updated quarterly	n/a	100%
<i>Target Area Inspections</i>	Target areas identified and inspections conducted annually	n/a	100%
<i>Public Outreach</i>	Educational articles included in quarterly City publications & sent to HOAs for inclusion in newsletters	100%	100%
<b>Citation Administration</b>	Citations issued when unable to gain compliance	95%	95%

\*Each situation is different, and Code Enforcement staff must sometimes make independent judgments regarding the issuance of citations. Normal procedure is to issue a Notice of Violation and a Final Notice of Violation prior to the issuance of a citation through the Municipal Court.

## RESIDENTIAL RENTAL LICENSING - 1644

### PROGRAM SUMMARY

The Rental Licensing Program is a proactive initiative to preserve and improve rental properties within the City. Through this program, the City ensures that the approximately 2,500 active rental properties within the City are conforming to the same property maintenance standards as owner-occupied homes and that the properties are safe for occupancy. This task is achieved through the annual inspection and licensing of single family and multi-family rental properties.

The Rental Licensing Program operates to meet the City's goal of Livable Neighborhoods, and is currently staffed with two (2) full-time employees, which includes one (1) Code Enforcement Inspector with supervision by the Code Compliance Coordinator. As previously referenced, the Department added an additional Code Enforcement Inspector in FY15 which will be shared between the Code Enforcement and Residential Rental Licensing programs. The Residential Rental Licensing program operates Monday through Friday from 8 a.m. to 5 p.m.

### SERVICES AND SERVICE LEVELS

#### Service: Single Family Rental Licensing

#### Activity: Application Administration & Renewal

All single family rental properties within the city limits must apply for and receive a rental registration license from the City through an application and inspection process. The properties must be licensed annually, and in order to ensure license renewal, annual renewal notices are mailed to each of the rental property owners 60 days in advance of the license expiration in order to notify them of the need to re-apply. Application and payment for new and renewal licenses are processed on a daily basis with a service level expectation that applications are processed within two (2) business days of receipt. Once an application is reviewed and processed, an inspection of the property is scheduled.

Through the application administration process, staff also identifies single-family rental properties that have not registered with the program. Rental properties that do not have a license are unable to receive new water service. With this requirement, the Rental Licensing staff coordinates with the Treasury Department to identify and register those unlicensed properties. In addition, field inspections and online research are utilized to identify rental properties that are not registered with the program. A notice of violation is mailed to these property owners requiring that they register their rental property.



## Activity: Inspections

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Exterior Inspection – Upon application or the annual renewal of a license for the rental of a single-family property, the staff performs an exterior inspection of the property to determine and ensure that the property is not a public nuisance or substandard and that the property meets all zoning, health and safety requirements of the Code. The inspection is completed within seven (7) business days of receipt of the application or renewal of a license; however, with the number of rental properties within the City, the program staff has historically been unable to meet this service level expectation. The need for additional staff was identified as a key issue for FY15, and the addition of a Code Enforcement Inspector (to be shared between the Code Enforcement and Residential Rental Licensing programs) was approved by the City Council during the FY15 budget process. The staff addition will allow the program to meet this service level expectation. While program implementation will begin in FY15, we do not anticipate the ability to meet this service level expectation until FY16 once the program is fully staffed and training is complete. If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

Interior Inspection–The interior of a single family rental property may be inspected if there is a change in occupancy, an inspector notes an exterior code violation that indicates a potential critical or life safety violation, or if requested by a tenant. The City requests that property owners inform staff of a change in occupancy in order to schedule and conduct an interior inspection; however, the structure of the program strictly relies upon the property owners for this notification. Interior inspections are scheduled with either the property owner or tenant, if the property is occupied, and the owner is notified of all tenant-requested inspections. If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

## Activity: Licensing

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Within 30 days of receiving a completed license application, a residential rental license will be issued or the property owner will be notified as to why the license cannot be issued. Licenses are either e-mailed or mailed to the property owner.

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### Service: Multi-Family Rental Licensing

#### Activity: Application Administration & Renewal

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All multi-family rental properties within the city limits must apply for and receive a rental license from the City through an application and inspection process. Properties included in this program include condos, duplexes, and apartment complexes. Once registered, these properties must be licensed annually, and in order to ensure license renewal, annual renewal notices are mailed to each of the rental property owners 60 days in advance of the license expiration in order to notify them of the need to re-

apply. Application and payment for new and renewal licenses are processed on a daily basis with a service level expectation that applications are processed within two (2) business days of receipt. Once an application is reviewed and processed, an inspection of the property is scheduled.

Through the application administration process, staff also identifies multi-family rental properties that have not registered with the program. Rental properties that do not have a license are unable to receive new water service. With this requirement, the staff coordinates with the Treasury Department to identify and register those unlicensed properties. In addition, field inspections and online research are utilized to identify rental properties that are not registered with the program. A notice of violation is mailed to these property owners requiring that they license their rental property.

### **Activity: Inspections**

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Exterior Inspection – Upon application or the annual renewal of a license for the rental of a multi-family property, the staff performs an exterior inspection of the property to determine and ensure that the property is not a public nuisance or substandard and that the property meets all zoning, health and safety requirements of the Code. The inspection is typically completed within seven (7) business days of receipt of the application or renewal of a license; however, with the number of rental properties within the City, the program staff has historically been unable to meet this service level expectation. The need for additional staff was identified as a key issue for FY15, and the addition of a Code Enforcement Inspector (to be shared between the Code Enforcement and Residential Rental Licensing programs) was approved by the City Council during the FY15 budget process. The staff addition will allow the program to meet this service level expectation. While program implementation will begin in FY15, we do not anticipate the ability to meet this service level expectation until FY16 once the program is fully staffed and training is complete. If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

Interior Inspection – The interior of a multi-family rental property may be inspected if the dwelling unit is unoccupied on the date of the exterior inspection, an inspector notes an exterior code violation that indicates a potential critical or life safety violation, or if requested by a tenant. Interior inspections are scheduled with either the property owner or tenant, if the property is occupied, and the owner is notified of all tenant-requested inspections. For apartment complexes, the annual inspection includes an interior inspection of all vacant units, up to a maximum of five percent of the total number of units at the complex.

If violations are identified during the inspection, a notice of violation with designated corrective action deadlines is issued. When violations are identified during an inspection, a follow-up inspection is completed to ensure the correction of the violation.

## Activity: Licensing

Within 30 days of receiving a completed license application, a rental license will be issued or the property owner will be notified as to why the license cannot be issued. Licenses are either e-mailed or mailed to the property owner.

### Service: Citation Administration

The Residential Rental Licensing Program is responsible for administering portions of the Sugar Land Code of Ordinances, the Development Code, and the International Property Maintenance Code. Through the implementation of the program, staff attempts to obtain voluntary compliance where possible; however, when voluntary compliance cannot be obtained, an Intent to Prosecute is filed with the Municipal Court. Through this process, staff may be called to testify as to the violations identified, their interaction with the property owner, and the attempts to gain compliance. While the issuance of a citation is an option, relatively few citations are issued in comparison to the number of properties licensed with the program. Each situation is different and program staff must sometimes make independent judgments regarding the issuance of citations. The normal procedure is to issue a Notice of Violation and a Final Notice of Violation prior to the issuance of a citation through the Municipal Court.

## SERVICE LEVEL EXPECTATIONS

Program: Residential Rental Licensing	
Service (Activity)	Service Level Expectation
<b>Single Family Rental Licensing</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Application Administration &amp; Renewal</i>	Applications processed within a timely manner
<i>Inspections</i>	Inspections completed within a timely manner of the receipt of application
<i>Licensing</i>	Renewal notices mailed out prior to license expiration; approved licenses issued within a timely manner
<b>Multi-Family Rental Licensing</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Application Administration &amp; Renewal</i>	Applications processed within a timely manner
<i>Inspections</i>	Inspections completed within a timely manner of the receipt of application
<i>Licensing</i>	Renewal notices mailed out prior to license expiration; approved licenses issued within a timely manner
<b>Citation Administration</b>	Intent to Prosecute filed with Municipal Court when unable to gain compliance*

## SERVICE LEVEL MEASUREMENTS

Program: Residential Rental Licensing		Expected Result	
Service	Service Level Measure	FY15	FY16
<b>Single Family Rental Licensing</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Application Admin and Renewal</i>	Processed within 2 business days of receipt	90%	100%
<i>Inspections</i>	Completed within 7 business days of receipt of application.	90%	100%
<i>Licensing</i>	Notices mailed out 60 days prior to expiration; approved license issued within 30 days of a passed inspection.	100%	100%
<b>Multi-Family Rental Licensing</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Application Admin and Renewal</i>	Processed within 2 business days of receipt	90%	100%
<i>Inspections</i>	Completed within 7 business days of receipt of application.	90%	100%
<i>Licensing</i>	Notices mailed out 60 days prior to expiration; approved license issued within 30 days of a passed inspection.	100%	100%
<b>Citation Administration</b>	Intent to Prosecute filed with Municipal Court if unable to gain compliance.	95%	95%

\*Each situation is different, and Rental Licensing staff must sometimes make independent judgments regarding the issuance of citations. Normal procedure is to issue a Notice of Violation and a Final Notice of Violation prior to the issuance of a citation through the Municipal Court.

## TAX INCREMENT REINVESTMENT ZONES (TIRZ)

### PROGRAM SUMMARY

Tax Increment Reinvestment Zones (TIRZ) are created in accordance with Chapter 311 of the Tax Code under the authority of the Tax Increment Financing Act. They are created to promote development or redevelopment of a geographic area within the City if it is determined by the City Council that the development/redevelopment would not occur solely through private investment and that creation of the Zone is in the best interest of the City and its residents. A TIRZ is created under fixed time duration and may include multiple taxing entities who dedicate a percentage of their tax rate to the zone in order to finance the projects within the zone.

Tax increment financing utilizes an increase in taxable property values resulting from private investment in order to finance infrastructure, public facilities, and development costs within the TIRZ. The tax “increment” utilized to fund these projects is the captured difference in taxable value on a property before and after a TIRZ has been created.

Through the administration of a TIRZ, the City develops a Project Plan and Finance Plan detailing the anticipated projects, budget and proposed financing for the zone. This plan is utilized throughout the duration of the zone to complete and fund the identified projects that can be supported through the TIRZ revenues.

The City of Sugar Land has created three TIRZ locations within the City, and the Community Development Department is responsible for the administration of all three zones: TIRZ No. 1 (Sugar Land Town Square), TIRZ No. 3 (the Imperial Redevelopment District) and TIRZ No. 4 (located near the intersection of Highway 59 and University Boulevard).

### SERVICES AND SERVICE LEVELS

#### Service: TIRZ Administration

TIRZ administration encompasses the tasks associated with the annual planning, implementation and reporting for the TIRZ and the associated activities. These tasks are undertaken by the Community Development Administrator and are often in coordination with various city departments such as the Office of Budget & Research and the Office of Strategic Projects and Intergovernmental Relations.

### **Activity: Planning**

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The planning process is a comprehensive process that may involve numerous organizations and individuals, including various city, county, utility district and school district representatives. Through this process, the City assesses a variety of factors associated with the creation and implementation of a TIRZ:

- Feasibility of TIRZ creation;
- Participation of taxing entities;
- Anticipated funding value supported by TIRZ; and
- Projects to be undertaken and associated budget.

### **Activity: Implementation**

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Once the City decides to create a TIRZ, the implementation process begins, and it is an ongoing process throughout the term of the zone. During this process, the City will perform numerous tasks to ensure the creation and implementation of the zone complies with statutory requirements. These tasks may vary by TIRZ program; however, the general process remains the same:

- Creation of the TIRZ by City Council;
- Appointment of a TIRZ Board of Directors;
- Negotiations and subsequent participation agreements;
- Development of plans and agreements; and
- Project funding, including bond issuance/repayment and reimbursements.

### **Activity: Reporting**

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In accordance with Chapter 311 of the Texas Tax Code, each municipality or county that has created a TIRZ must submit an annual report on the status of the zone which includes information related to tax increment fund values, revenues and expenditures. The report must be drafted by the governing body of the municipality or county and submitted to the chief executive officer of each taxing unit that levies property taxes within the zone no later than 150 days after the end of the municipality or county's fiscal year. The report must also be sent to the state comptroller.

## SERVICE LEVEL EXPECTATIONS

Program: Tax Increment Reinvestment Zones	
Service (Activity)	Service Level Expectation
<b>TIRZ Administration</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Planning</i>	Assess feasibility, funding and implementation of a TIRZ; comply with statutory requirements.
<i>Implementation</i>	Creation and execution of TIRZ projects and plans; comply with statutory requirements
<i>Reporting</i>	Required reports drafted and submitted by designated deadline.

## SERVICE LEVEL MEASUREMENTS

Program: Tax Increment Reinvestment Zones		Expected Result	
Service	Service Level Measure	FY15	FY16
<b>TIRZ Administration</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Planning</i>	Assess feasibility, funding and implementation of a TIRZ; comply with statutory requirements.	Completed as needed for TIRZ identified	Completed as needed for TIRZ identified
<i>Implementation</i>	Creation and execution of TIRZ projects and plans; comply with statutory requirements	Completed in accordance with TIRZ plans	Completed in accordance with TIRZ plans
<i>Reporting</i>	Ensure compliance reports are accurate & submitted by deadlines.	100%	100%

## SPECIAL DISTRICTS

### PROGRAM SUMMARY

It is often necessary for areas of the City or its extraterritorial jurisdiction (ETJ) to develop under the jurisdiction of a special district such as a municipal utility district (MUD), a levee improvement district (LID), or a public improvement district (PID). These districts operate under specific powers granted by the State of Texas which allow them to finance various utility and municipal services that a city cannot provide to certain areas of the community. The development of these districts is often contingent upon city approval and requires city coordination throughout the duration of the district. As these districts develop, it is imperative that they coordinate with the City in order to prepare for the operation and development of the district, as well as preparations for future annexation and dissolution, in some instances.

While numerous city departments may be involved in the coordination with these districts, the Community Development Department plays a lead role in their administration, including various planning, implementation and liaison activities.

### SERVICES AND SERVICE LEVELS

#### Service: District Administration

#### Activity: Planning & Implementation

The planning and implementation process is a comprehensive process that may begin prior to the development of a special district and continues throughout the districts duration. Some special districts must have city approval prior to creation, while others may actually be created by the City or the State. This process may include various tasks, including negotiations with the districts, coordination activities between the districts and various city departments, the completion of budgetary and feasibility assessments, the development of Strategic Partnership Agreements (SPAs), and annexation processes.

#### Activity: Liaison

While the districts may operate under their own Board of Directors, the Community Development Department, as well as various other city departments operate as liaisons to the districts through the attendance at their board meetings and the coordination of city services as outlined within the SPAs.



## SERVICE LEVEL EXPECTATIONS

Program: Special Districts	
Service (Activity)	Service Level Expectation
District Administration	<i>Service Levels as Defined by Activities Below:</i>
<i>Planning &amp; Implementation</i>	Assess feasibility/creation of the district; perform negotiations; and implement SPAs
<i>Liaison</i>	Attend board meetings based on attendance requirements established by the Executive Team

## SERVICE LEVEL MEASUREMENTS

Program: Special Districts		Expected Result	
Service	Service Level Measure	FY15	FY16
District Administration	<i>Service Level Measures for Activities Below:</i>		
<i>Planning &amp; Implementation</i>	Assess feasibility/creation of the district; perform negotiations; and implement SPAs	Completed as needed for identified districts	Completed as needed for identified districts
<i>Liaison</i>	Attend board meetings based on attendance requirements established by the Executive Team	100%	100%

## APPENDIX – REFERENCE & SUPPLEMENTAL MATERIALS

### Community Development Department Staff Positions

COMMUNITY DEVELOPMENT ADMINISTRATOR (with two direct reports)

- SENIOR SECRETARY
- CODE COMPLIANCE ADMINISTRATOR (with five direct reports)

CODE ENFORCEMENT INSPECTOR (x4) (Two of which were hired in FY15)

CODE COMPLIANCE COORDINATOR (with one direct report)

CODE ENFORCEMENT INSPECTOR